

CC55/Misc-15

## CIA CAREER COUNCIL

15th Meeting

17 November 1955

## MISCELLANEOUS SUPPORTING PAPERS AND DOCUMENTS

DOCUMENT OR PAPERTAB

Distribution List for CIA Career Council Agenda

1

D/Pers Memo, subj: "Addition to the New Fitness Report," 26 Oct 55,  
to Members of CIA Career Council requesting comments or concurrences  
of attached additions. Members signed concurrences and comments on  
Att 1. Separate non-concurring statements by DTR, 3 Nov 55, and C/PED,  
OP, 17 Nov 55.

2

Published Reg [ ] "The CIA Career Council and Career Services,"  
25 June 55, inserted here for reference to Item 4 of Agenda and Tab 4  
below.

3

DD/S Memo, subj: "Proposed Change to [ ] The CIA  
Career Council and Career Services," to Chairman, Council, dtd 9 Nov  
55 including drafts of proposed changes with request for early Council  
approval.

4

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Memo to DD/Pers/PD, 16 Nov 55, subj: "Proposed Amendment, [ ]  
para 4d, Assignment of Service Designations" (Proposed Amend. attached),  
fm C/PED, OP, containing his comments on proposal.

5

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Memo for R'cd, subj: "Defense College Selection Panel," 3 Nov 55, by  
DD/Pers/PD, listing membership of new Panel w/attached ref. (N [ ]  
"Training," 24 Oct 55).

6

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Memo fm Chief, Logistics, w/Chairman, LO Brd concurrence, subj: "Appli-  
cation for Membership in the Career Staff of the Central Intelligence  
Agency" to Chairman, Career Council, 7 Nov 55, proposing change in  
policy for admission to Career Staff.

7

Ref to Item 5 of Minutes: Memo to Chairman, Career Council, subj:  
"Creation of an Office of Basic Intelligence Career Board within the  
Intelligence Production Career Service," 21 Oct 55, fm DD/I for new  
IB Service Designation and separate IB Career Service Brd for newly  
established Office of Basic Intelligence, requesting Council approval.

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AGENDA

FOR THE

CIA CAREER COUNCIL

15th Meeting, Thursday, 17 November 1955, at 4:00 p.m.  
DCI Conference Room, Administration Building

- ✓ 1. Minutes of the 14th Meeting; (to be distributed prior to the meeting) for approval. *approved*
- ✓ 2. Unfinished Business; (continuation of the discussion of promotion and manpower (T/O) problems begun at the 14th Meeting). (*No Talk*)
- ✓ 3. Proposed addition to the new Fitness Report; (attached) for consideration.
- ✓ 4. \*Proposed changes to Regulation [ ] "The CIA Career Council and the Career Services"; (attached) for approval.
5. Selection of candidates for the Advanced Management Course, Harvard University Graduate School of Business Administration and for the Armed Forces Staff College, Norfolk; recommended by the Defense Colleges Selection Panel for approval of the Director of Central Intelligence; (to be distributed prior to the meeting) for selection and recommendation.
6. ~~Proposed change of policy for admission into the Career Staff from Head of Logistics Career Service, dated 7 November 1955; (attached) for consideration. See also Notice [ ] dated 15 October 1954; (attached) for reference.~~ *(Removed from Agenda)*
7. New Business.

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MINUTES

OF THE

CIA CAREER COUNCIL

11th Meeting, Thursday, 10 November 1955, 4:00 p.m.  
DCI Conference Room, Administration Building

Present: Harrison G. Reynolds, D/Pers, Chairman  
Richard Helms, COP/DD/P, Alt. for DD/P, Member  
Lyman B. Kirkpatrick, IG, Member  
[redacted] D/CO, Member  
[redacted] D/TR, Alt. for D/TR, Member  
[redacted] SA/DD/I, Alt. for DD/I, Member  
Lawrence K. White, DD/S, Member  
[redacted] Executive Secretary  
[redacted] Reporter

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CLASS. CHANGED TO: TS S <sup>6</sup>  
NEXT REVIEW DATE: 20 11  
AUTH: HR 70-2  
DATE: 19/06/81 REVIEWER: [redacted]

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Guests

[redacted]  
Office of Personnel  
Acting Comptroller  
AD/OCR  
SSA/Pers  
/Mgt/S  
Management Staff  
DD/Pers

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1. The minutes of the 13th Meeting of the CIA Career Council were approved as distributed.

2. The Staff Study "Revised Personnel Promotion and Assignment Policies" (item 2 on the Agenda) was introduced by Colonel White who emphasized the following:

a. The proposed system was permissive and voluntary, not mandatory;

b. it would rescind and replace the so-called "black duck" 1% system;

c. the key to its effectiveness was contained in the phrase "promotion of those who are best qualified";

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d. it would enable the Head of a Career Service to advance those whose outstanding merit warranted promotion, without distorting the job classification system; and,

e. it provided the flexibility needed especially by those Career Services whose personnel were involved in fixed tours of duty at overseas locations.

There was general discussion, largely centered around the fact that the distribution of grades by Career Services rather than by Operating Components was the controlling factor. The Assumption in the Staff Study was reworded in order to eliminate the anomalous situation in which CIA reiterates its adherence to the Classification Act pay scales and on the other hand advances its many differences from other Government agencies. The new wording reads as follows: "That the Agency will continue to use existing pay grades and pay scales, but may make modifications insofar as is necessary to increase effectiveness of personnel management in meeting operational requirements." With that amendment, the Staff Study was approved for submission to the Director for his approval.

3. The Draft Regulation [ ] "Tables of Organization", (item 3 on the Agenda) was presented by [ ]. It was recognized that the regulation was presented in order to illustrate the principles involved, not to convey a system of fully worked-out procedures. The essential purpose of the proposal was to reflect more accurately than heretofore, where people were assigned and located and whether they were actually contributing directly to the discharge of the Agency's mission or preparing to do so, i.e., in transit, in training, etc. The Career Services would be responsible for the Development Complements of the T/O and the Operating Components for the Staffing Complements of the T/O, both of which would come within the established personnel ceiling. There was considerable discussion of the extent to which this proposed system would increase the workload of preparing personnel actions throughout the Agency as well as within the Office of Personnel. Thought was given to simplifying procedures and utilizing machine methods to a greater extent than heretofore. It was agreed that this system of T/O reporting would provide senior management echelons throughout the Agency with much more realistic data than existed at present. It was suggested that a pilot operation be conducted in one component of the Agency in order to determine the dollar cost of implementing the system. The Council approved the proposal in principle and referred it back to the Management Staff and the Office of Personnel for reworking and for the development of specific procedures and workload studies.

4. The Council approved the definition of Staff Ceiling which had been distributed in the form of a proposed Notice [ ] subsequent to the preparation of the Agenda.

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5. The Agenda for the next meeting of the Council, to be held on Thursday, 17 November 1955, was distributed. The meeting adjourned at 4:50 p.m.



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Executive Secretary  
CIA Career Council

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9 November 1955

Proposed Addition to the New Fitness Report

BRIEF

1. On 26 October 1955, a vote-sheet was circulated to the members of the CIA Career Council concerning a proposed addition to the new Fitness Report. Excerpts from the transmittal memo from the Chairman of the Council follow:

a. "In a recent conversation with the Chief, Management Staff, the Director asked if the supervisor could consider whether the job which an individual had been doing was necessary in the furtherance of the Agency's mission at the same time that the supervisor evaluates the performance and potential of that individual on the Fitness Report. The Director asked if the new Fitness Report could be modified to accommodate this question."

b. "There is no doubt but that the Fitness Report has been designed as an evaluation of the person rather than the job. Whether a supervisor should be expected to state that a job in his unit is "less than necessary" should be faced realistically. . . . the Council might consider whether the continuing surveys being made by the Management Staff and the Position Evaluation Division of the Office of Personnel could be strengthened to achieve that which the Director wishes to accomplish. Finally, the Council might consider whether it is appropriate to require a supervisor to commit himself on the need for a particular job in his unit without consultation with his chain of command or with technical management and support personnel."

c. "In view of the Director's question, printing of the revised Fitness Report has been held up until this matter can be decided. The Council may wish to meet and discuss this in the near future or action can be taken immediately."

2. Three members of the Council requested discussion at a Council meeting (see copy of attached vote-sheet). The Director of Training gave his reasons for non-concurrence (see attached, dated 3 November 1955).

3. The proposed addition is shown on the last page of Tab 3.

Attachments:

1. Vote-sheet
2. DTR's non-concurrence

DOCUMENT NO. \_\_\_\_\_  
NO CHANGE IN CLASS. ☐  
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CLASS. CHANGED TO: TS S C  
NEXT REVIEW DATE: \_\_\_\_\_  
AUTH: HQ 76-3  
DATE: 19/06/81 REVIEWER:



SUBJECT: Addition to the New Fitness Report

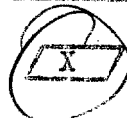
CONCURRENCES:

Concur in  
Change

Request discussion  
by Career Council

/s/ Harrison G. Reynolds  
Director of Personnel

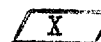
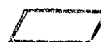
26 Oct 55  
Date



/s/ Matthew Baird  
Director of Training

1 Nov 55  
Date

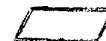
Non Concur



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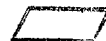
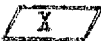
/s/ [Redacted]  
Director of Communications

27 Oct 55  
Date



/s/ Richard Helms  
A/Deputy Director (Plans)

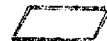
27 Oct 55  
Date



Non Concur

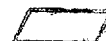
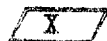
/s/ R. Amory, Jr.  
Deputy Director (Intelligence)

28 Oct 55  
Date



/s/ L. K. White  
Deputy Director (Support)

29 Oct 55  
Date



/s/ Lyman Kirkpatrick  
Inspector General

28 Oct 55  
Date



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3 November 1955

MEMORANDUM FOR: Chairman, CIA Career Council  
FROM : Director of Training  
SUBJECT : Addition to the New Fitness Report

1. I do not concur in the proposed change as indicated in the attached document.
2. The Fitness Report pertains totally and exclusively to the performance of the individual on the job to which he is assigned. It, at the time he is completing the Fitness Report, the supervisor's thinking is contaminated with considerations pertaining to the need for the job, both aspects will suffer. Past experience with fitness reporting has indicated that objectivity and fairness of reporting are difficult even under the most ideal circumstances. To introduce deliberately a consideration of this sort would probably give inaccurate information on the need for current jobs and tend also to obscure the individual's actual performance record. If the job were marginal, supervisors might be induced to protect the man by inflating his performance. On the other hand, if the performance were marginal, the supervisor might be more induced to declare the job unnecessary. The interaction of these factors is obviously complex and subject to many unknown hazards.
3. If it is desirable to determine the need for certain current jobs, it would seem that other, more appropriate, methods could be devised.

/s/

MATTHEW BAIRD

Enclosure  
Concurrence Sheet

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PROPOSED ADDITION

to the

FITNESS REPORT (PART I) PERFORMANCE

SECTION E.

NEED FOR CURRENT JOB IN ORGANIZATION

Has the need for the job which this employee has been performing changed during the period under review?

☐ Need has lessened

☐ Need remains  
the same

☐ Need has  
increased

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9 November 1955

Proposed Changes to

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"The CIA Career Council and the Career Services"

1. It is proposed that there be established a Basic Intelligence Career Board and Service Designation within the Intelligence Production Career Service, similar to those of the other four Intelligence Production Offices. (See memo from the DD/I, dated 21 October 1955, attached).

2. It is proposed that there be established a Support Career Board and Service Designation with the Deputy Director (Support) at its head. Responsibility for the Administration Career Service would remain with the Deputy Director (Support). (See memo from the DD/S, dated 9 November 1955, attached).

3. It is proposed to provide for identification of positions on Tables of Organization by Service Designations. This procedure is designed to provide Heads of Operating Components and Heads of Career Services, Boards or Panels with information necessary to the effective discharge of their respective administrative obligations. (See text attached).

*Draft Changes to*  
 *attached*

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ER 7-5471

21 October 1955

MEMORANDUM FOR: CIA Career Council

SUBJECT: Creation of an Office of Basic Intelligence  
Career Board within the Intelligence Production  
Career Service

25X9A2  
1. Recently the Office of Basic Intelligence with a personnel ceiling of ☐ was created as an independent office within the DDI area. It is my desire that that office have its own Career Service Board and Service Designation within the IP Career Service similar to the other Intelligence Production Offices, ORR, OSI, OCI and ONE.

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2. It is requested that the Career Council approve the creation of such a Board with the designation IB and direct the amending of Regulation ☐ 25 June 1955, to so indicate.

/s/

ROBERT AMORY, JR.  
Deputy Director/Intelligence

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9 November 1955

MEMORANDUM FOR: Chairman, CIA Career Council

SUBJECT : Proposed Change to [ ] The  
CIA Career Council and the Career Services

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1. It is proposed to amend subject regulations to authorize the establishment of a Support Career Service with the Deputy Director (Support) at its head. Responsibility for the Administration Career Service will, at the same time, remain with the Deputy Director (Support).

2. Drafts of proposed changes to the regulations, required to effect these ends, are attached. It is requested that they be approved at an early meeting of the CIA Career Council.

/s/  
L. K. WHITE  
Deputy Director  
(Support)

Enclosures:

1. Change to [ ]
2. Change to [ ]

MGT/S:RCS [ ] :mgm [ ]

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25X1 PROPOSED REVISION OF ATTACHMENT A, [ ] THE CIA CAREER COUNCIL AND THE CAREER SERVICES

CAREER SERVICES AND SERVICE DESIGNATIONS

<u>Career Service</u>	<u>Heads of Career Service</u>	<u>Service</u>	<u>Designations Board or Panel</u>
INTELLIGENCE PRODUCTION	* * * *		
<u>Add:</u> Basic Intelligence		I	B
	* * * *		
SUPPORT	<u>Add:</u> Deputy Director (Support)	S	-
<u>Same:</u> Administration	Deputy Director (Support)	S	A
	* * * *		

NOTE: Similar Changes proposed for Attachment A, of the [ ]

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PROPOSED CHANGE TO  "THE CIA CAREER COUNCIL AND THE CAREER SERVICES."

\*\*\*      \*\*\*      \*\*\*

h. ADMINISTRATION

\*\*\*      \*\*\*      \*\*\*

d. ASSIGNMENT OF SERVICE DESIGNATIONS

(1) Employees

/Insert subtitle, immediately above the current text, to head the paragraph/

Add: (2) Positions

The Director of Personnel will provide staff assistance to the Deputy Directors, and to the Heads of Career Services, Boards and Panels under their jurisdiction, who will designate each position on their respective Tables of Organization according to the function and organizational relationship of the position to a Service, Board or Panel. The Director of Personnel will record on Tables of Organization the designations assigned to positions. The designation assigned to a position will not prohibit its occupancy by a qualified employee having a different Service Designation.

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C-O-N-F-I-D-E-N-T-I-A-L

15 November 1955

TO : Executive Secretary, CIA Career Council

FROM : Chairman, Defense Colleges Selection Panel

SUBJECT: Recommendations of the Defense Colleges Selection Panel

1. At its meeting of 14 November 1955, the Defense Colleges Selection Panel considered applications received for the Harvard Advanced Management Program and the Armed Forces Staff College. Full membership was present and included:

Matthew Baird, Director of Training

Harrison Reynolds, Director of Personnel

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[redacted] representing the Deputy Director (Plans)  
[redacted] representing the Deputy Director  
(Intelligence)

2. As a result of these considerations, the panel unanimously:

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a. Nominates [redacted] as an applicant for the 29th Session of the Advanced Management Program to be conducted at Harvard University, 22 February - 18 May 1956.

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b. Recommends that some other means of rewarding [redacted] be devised by the Career Council or appropriate Career Board.

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c. Nominates [redacted] as the Agency representative for the Armed Forces Staff College class beginning 6 February 1956.

3. The original applications, with supporting data, are attached. It is requested that these be returned to OTR when they have served the purpose of the Career Council. Twenty sets of qualifications briefs on the three candidates have been submitted to you earlier.

4. For your information, all supporting papers for the Harvard Session (two letters of recommendation, company application, personal application and photographs) must reach the University by 1 December 1955.

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/s/

MATTHEW BAIRD

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Approved For Release 2003/01/27 : CIA-RDP80-01826R000700090009-1

TO: Chairman, CIA Career Council  
FROM: Head of Logistics Career Service  
SUBJECT: Application for Membership in the Career Staff of the Central Intelligence Agency

DATE: 7 November 1955

1. As a preliminary to submitting as application for membership in the Career Staff of the Agency, an employee must formally consent to assume an obligation to serve anywhere and at anytime and for any kind of duty as determined by the needs of the Agency with the understanding that this obligation will not be imposed without full consideration being given to any particular capabilities, interests or personal circumstances presented by the employee. The Logistics Career Board and I myself are in full accord with this policy.

2. However, it is felt that initial entry into the Career Staff is an event of great importance both to the employee and the Agency and that unless at the time of entry an employee cannot fully agree to assume an obligation to serve anywhere and at anytime and for any kind of duty he should be placed in a Type B category until such date as any self-imposed limitations, restrictions or qualifications are fully removed.

3. After considered deliberation the Logistics Career Board at its 40th meeting held on 3 November 1955 recommended adoption of a policy that unless an employee will agree to assume an obligation to serve anywhere and at anytime and for any kind of duty without reservation, it will be recommended to the Executive Director of the CIA Selection Board that such employee be placed in a Type B category until such time as any self-imposed limitations have been removed. In addition, the Logistics Career Board recommended that this policy be adopted for Agency-wide application.

4. I am in full accord with the recommendations made by the Logistics Career Board and have directed that it be implemented as a policy to be applied in the Logistics Career Service as an interim policy until such time as it receives the sanction or disapproval of the CIA Career Council.

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SUBJECT: Application for Membership in the Career Staff of the Central Intelligence Agency

5. Accordingly, it is recommended that this policy be given the sanction of the CIA Career Council and that it be adopted and published in the form of an Agency Notice for Agency-wide distribution and application.

/s/

JAMES A. GARRISON

CONCURRENCE:

25X1A9A

/s/   
Chairman, Logistics Career Board

7 November 1955  
Date

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